



## Finance Sub Committee – 26 June 2017

### Business Transformation Update

#### Purpose of report

The purpose of this report is to review a number of completed Business Transformation Programme projects and to provide an update on on-going projects.

#### Attachment(s)

#### 1.0 Introduction

1.1 The Council's Business Transformation Team has been fully resourced for 2 years, during which time the team has completed a number of projects. There have been some notable successes, such as the first phase of the Paperless Planning Project and the Printer Replacement Project. In addition the team has been asked to step in and help out with business as usual activities, such as project managing both the PCC Election and EU Referendum in 2016. The Business Transformation Manager is also currently line managing the ICT Applications Support Team, whose line manager is on maternity leave.

1.2 As projects have come to a close the team has embarked on a new set of initiatives including the roll out of paperless working to other parts of the council. These projects provide a fresh set of challenges that the organisation will need to manage in order to add to the success already achieved.

#### 2.0 Completed Transformation Projects

##### 2.1 Printer Replacement

2.1.1 A 6 month review of the printer replacement project took place in April 2017. The findings of the review showed that all the objectives of the project had been completed. These included:

- Reducing the cost of printing at ENC – the annual revenue cost of printing has reduced from £70,000 to £50,000, a saving of £20,000. In addition, the project has resulted in capital expenditure savings totalling £146,000.
- Reduction in colour printing - the proportion of colour printing across the council has reduced from 26% to 17%, with the most significant drop (24% to 6%) occurring outside of the Print Room (it should be noted that colour printing in the Print Room would include that carried out for external customers that we charge for)
- Supporting the move to paperless working – overall printing has reduced by at least 21% across the council (this could actually be as much as 43% based on printing estimates from paper usage, as a number of old machines did not record a page count)

2.1.2 Although the project was successful there were a number of lessons learnt, the key one of which was the need for an overarching ENC print strategy which should include a forward plan for the Print Room which has excess capacity when fully staffed. There are a number of possible options which could be considered including:

- Diverting excess resource to other activities at the council – this would require such activities to be identified and a skills gap analysis to be undertaken
- Aggressively pursuing additional external printing work – despite the external print price rise in 2015, in 2016/17 the Print Room had its most successful year, generating nearly £21,000 in revenue from external work

## 2.2 Cedar Drive Office Space Leasing - Phase 1

- 2.2.1 On 1<sup>st</sup> February 2017 Progress Schools Ltd took on the lease of a section of the Red Brick building as part of phase 1 of the leasing project. This will result in an income to the council of £32,000 per annum for a period of 3 years.
- 2.2.2 The project did incur a capital cost (£10,405 from the improvement reserve) that was used to refurbish 4 rooms to accommodate the Members Room, the ICT Training Suite, the Head of Customer and Community Services' office and the Staff Room. This has resulted in new and flexible meeting spaces and positive feedback from staff.
- 2.2.3 Having achieved success with phase 1 of the project, the council needs to decide if it wishes to proceed with phase 2, the lease of the rest of the Red Brick building.

## 2.3 Paperless Planning - Phase 1

- 2.3.1 On 2<sup>nd</sup> November 2016 ENC's Development Management team went paperless. From that point on, planning applications have been created and processed electronically without the production of a paper file.
- 2.3.2 This significant achievement has coincided with the back-scanning of historical planning documents by an external company, Hugh Symonds. The first set of scanned planning applications was uploaded to the IDOX Document Management System (DMS) in April. This means that a large proportion of planning applications dating back to 1975 are now available on-line.
- 2.3.3 As well as delivering a variety of benefits for customers and staff, and mitigating a number of significant risks to the organisation (failure to comply with Data Protection Act and PSN requirements), the project has so far delivered a number of financial benefits which are documented in the table below:

Description	Cashable saving	Non-cashable saving
Salary (incl. on costs) saving - one employee (0.81 FTE) has retired and the post has been deleted from the org structure	£18,500	
Salary (incl. on costs) saving - 0.67 FTE of Admin resource has been reallocated to Planning Policy & Conservation as a direct result of efficiencies gained through paperless working		£15,300
Offsite storage costs (EDM)	£2,000	
Total	£20,500	£15,300

- 2.3.4 The project has required a significant investment of both time and money. The back-scanning work being carried out by Hugh Symonds is costing approximately £146,000 (funding agreed at Finance Sub Committee 11<sup>th</sup> July 2016). In addition, a further £26,500 of funding was agreed at Personnel Sub Committee 20<sup>th</sup> March 2017 to provide extra resourcing for the preparation of files before they are sent off to Hugh Symonds.

- 2.3.5 The remaining historical planning documents are scheduled to be scanned in and uploaded to the IDOX DMS by the end of the calendar year. This will help to free up space to enable staff to be relocated with a view to possibly leasing out the remainder of the Red Brick building.

## **2.4 Neighbourhood Planning Consultancy**

- 2.4.1 In February 2016 the council was granted £25,000 of funding from DCLG to pilot a Neighbourhood Planning Consultancy Service. This funding was used to employ the services of a consultant and of Northamptonshire ACRE in investigating the potential for creating such a service. The project was project managed by the Planning Policy and Conservation Team and was supported by the Business Transformation Team.
- 2.4.2 In March 2017 the decision was taken not to pursue the project any further as the consultant's report stated that 'our investigations concluded that the demand for neighbourhood planning consultancy services from qualifying bodies in Northamptonshire was limited and, in any event, there were already several well-established suppliers providing a similar service'.
- 2.4.3 Although this was a worthwhile piece of work the main lessons learned are the need to ensure that projects are resourced effectively by service areas and that, especially in instances of pilots, there are clear success criteria which will ensure that the project remains focused on the outcomes it hopes to achieve.

## **2.5 Recycling Contamination Reduction**

- 2.5.1 ENC's Waste Services Team worked with Mike Astbury, from a company called Alexander-CCC, in a scoping project to look into the possibilities of reducing the amount of contamination in recycling that is routinely collected as part of the waste contract.
- 2.5.2 Assistance was sought from the council's Residents Panel and, following a good response, Mike conducted 10 interviews with residents in which he sought to get a better understanding of their recycling habits and what triggers certain behaviours with regards to recycling.
- 2.5.3 The report written by Mike Astbury had a number of deficiencies in it, the main one of which was that it focused solely on 'keen recyclers' and did not include those who are not willing to engage with the council. A number of efforts were made to engage with residents who contaminate recycling on a regular basis, however these were unsuccessful.
- 2.5.4 The finalised report did not provide any useful insights or recommendations and, as such, the project was not taken forward. This was fed back to Alexander-CCC.

## **3.0 Current Projects**

### **3.1 Hybrid Mail**

- 3.1.1 Hybrid bulk mail processing has been introduced in both the Revenues and Benefits services, meaning that the vast majority of their mail is now processed by our hybrid mail partner Critiqom.
- 3.1.2 The introduction of the IQ Post Me desktop-based solution has been delayed due to a number of technical issues. These have now been resolved and the system is currently in use in the Fraud and Overpayments Team and by Garden Waste Admin. The system will be rolled out to other teams in the coming weeks.
- 3.1.3 Once fully implemented it is expected that hybrid mail will deliver significant financial savings as well as time savings that will reduce pressure on staff. A review will be

undertaken in September/October to determine the exact levels of savings that have been achieved.

### **3.2 Environmental Protection Business Process Review**

3.2.1 Work has begun on the Environmental Protection and Private Sector Housing Business Process Review, which has a number of key objectives including a move to paperless working. We are currently in the 'discovery phase', reviewing data and processes and accompanying Officers out into the field to understand the issues that they face on a daily basis.

3.2.2 The next stage will be to trial new ways of working and, if successful, to pilot these with an Officer, with the aim of converting their entire caseload into a paperless format as we have done in Planning Services.

### **3.3 Planning Enforcement and TPO BPR**

3.3.1 Following the success of the work carried out in Development Management, a review of the processes within Planning Enforcement will now be carried out with the aim of introducing paperless working there. This work has already begun with regards to tree preservation orders (TPOs) and it will continue once the new Tree and Landscape Officer is in post.

### **3.4 ICT Transformation Programme**

3.4.0.1 The Business Transformation Team is providing on-going support for the ICT Transformation Programme. One of the key pieces of work is the review of business processes when new technology is introduced as part of the programme. It is vitally important that new systems are used in an efficient manner that will deliver savings, rather than just being used to digitise inefficient processes.

3.4.0.2 So far the team have worked on two specific projects, the Telephony Project and the Replacement CRM Project.

#### **3.4.1 Telephony Project**

3.4.1.1 The Business Analyst (BA) has been supporting the Telephony Project. During April and May he carried out over 50 interviews with staff from ENC and BCW with the aim of creating a comprehensive list of user requirements for both councils.

3.4.1.2 This key piece of work was required to ensure that ICT could submit a robust set of requirements as part of the procurement process. The BA received excellent feedback for his work on the project.

3.4.1.3 It is expected that Business Transformation will provide further support to the project with regards to the mobile data management side of the telephony solution.

#### **3.4.2 Replacement CRM**

3.4.2.1 The Business Support Administrator will be providing Business Analyst support for the implementation of the new CRM system at ENC. The initial phase of the project is expected to last 6-9 months and will take up a significant proportion of her time.

### **3.5 Committee Management System**

3.5.1 The procurement and implementation of a Committee Management System is currently on hold pending the recruitment of a Democratic and Electoral Services Manager.

## **5.0 Equality and Diversity Implications**

5.1 There are no equality and diversity implications arising from this report.

## **6.0 Legal Implications**

6.1 There are no legal implications directly arising from this report.

## **7.0 Risk Management**

7.1 There are no major risks associated with this report.

## **8.0 Resource and Financial Implications**

8.1 There are financial implications associated with this report which are set out in the body of the report.

8.2 The total savings delivered to date are £72,551 per annum in revenue savings and capital savings totalling £146,000. In addition £15,300 of annual salary costs have been re-allocated to Planning Policy & Conservation as a direct result of efficiencies gained through paperless working.

8.3 Revenue savings have been removed from the following service budgets:

AKA001/9750	£32,000
AKT006/4312	£14,675
AKT006/4321	£2,000
AKP001/1111	£18,476
Total	£67,151

In addition £3,400 was removed from AKT003/4533 during the budget setting process for 2017/18. A further £2,000 also needs to be removed from AKP001/4321.

8.4 With regards to the capital savings, £72,000 has been removed from 'Printers and Scanners' in the capital programme. In addition £50,000 has been removed from 'Print Room Asset Management', with a further £24,000 to be removed during the 2018/19 budget setting process.

## **9.0 Constitutional Implications**

9.1 The contents of this report are consistent with the council constitution

## **10.0 Corporate Outcomes**

- 10.1
- Good Value for Money – The current and completed projects described in this report aim to increase efficiency across the council, providing good value for money to the Council Tax payers of East Northamptonshire
  - High Quality Service Delivery – Increasing the efficiency of services and processes will allow staff to spend more time focusing on the important aspects of their services and deliver a higher quality service
  - Effective Management – Maximising the use of available resources to benefit the council is a demonstration of effective management

## 11.0 Recommendation

11.1 The Sub-Committee is recommended to note the contents of this report.

*[Reason: To note the savings delivering from recent Business Transformation projects and the work currently under way and planned for the future]*

<b>Legal</b>	Power: Local Government Act 1972				
	Other considerations:				
<b>Background Papers:</b> N/A					
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<b>Date:</b> 12 November 2015					
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